

MONTANA CHEMICAL DEPENDENCY CENTER POLICY AND PROCEDURE MANUAL

Policy Subject: Performance Improvement	
Policy Number: PIP 01	Standards/Statutes: ARM 37.27.120.130 MCA 53.24.208
Effective Date: 01/01/02	Page 1 of 2

PURPOSE: To improve performance within the facility on an ongoing basis.

POLICY: To develop a systematic approach to improving productivity and competence of the facility and its employees. The performance technology is a set of methods and procedures, and a strategy for solving problems, for realizing opportunity related to facility growth and performance of people.

PROCESS: Performance Improvement begins with a systematic combination of fundamental processes: performance analysis, cause analysis and intervention selection. The Performance Improvement Manager manages the performance improvement system

I. Performance analysis: Examines the facility's performance requirements in light of its goals, objectives and its capabilities. It is the identification of the current and anticipated deficiencies in the workforce performance or competence.

A. Identify the desired state, describe the competencies and abilities of the workforce necessary to carry out the facilities strategy an achieve its mission.

B. Identify the actual state; describe the level of workforce competence and ability, as it currently exists.

II. Cause Analysis: Identifies specific factors that contribute to the performance gap. Solutions to performance problems often fail to achieve their intended goals because they are selected to treat only visible symptoms rather than underlying causes. When the root of the problem is uncovered and eliminated, the likelihood of significantly reducing or eliminating problems is greatly enhanced. Cause analysis is a critical link between performance gaps and their appropriate interventions and is a major strength of the performance improvement approach.

III. Intervention Selection: Involves a systemic, comprehensive and integrated response to performance problems and their causes as well as performance improvement opportunities.

IV. The selected response is a combination of interventions, representing an

V. Interdisciplinary team approach to improving performance. The Performance Improvement Committee makes up the interdisciplinary team.

A. How a response is constructed is based on its cost-effectiveness and the overall benefit to the organization.

B. The evaluation of its success is directly tied to the reduction of the original performance gap. Which is measured in terms of performance improvement and organizational results.

C. Comprehensive intervention often results in significant changes throughout the facility. The implementation of any performance interventions thus must pay careful consideration to changing management issues to ensure acceptance at all organizational levels.

D. Evaluation of changes provides data for the ongoing performance analysis process.

Revisions: _____

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